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UNITED NATIONS DEVELOPMENT PROGRAMME

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DP/PROJECTS/7032

ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF THE UNITED REPUBLIC OF TANZANIA

IPF:(1987-91) $57 512 000

(URT/90/031)
(URT/90/510) - Strengthening Management in the Public Sector

Date of approval by the AC:[1]	10 April 1991
Expected duration:	Two years
Proposed executing agency:	Civil Service Department, Office of the President
Proposed UNDP contribution:	$2 000 000/$800 000
Source of funds:	IPF/MDP

Project background

Tanzania is recovering from a severe economic downturn. Between 1969-83, real rural living standards declined 2.5 percent per annum, and real urban wages fell by 65 percent. The public deficit increased, and balance of payments deteriorated. Starting in 1986, policy measures were introduced to revamp the economy, including devaluation, higher producers price, trade liberalisation, improved budget management, and other fiscal reforms. To strengthen management in the Public Sector, the Government requested UNDP assistance under the present approval. The project is part of a medium-term Public Sector Management Improvement Programme. Other donors have made tentative commitments of $124 million to improve budgeting and expenditure control, public enterprise reform, tax reform, personnel management, and investment promotion.

Description of project

Drawing upon the recommendations of the MDP missions, the project will provide high-level advice on strategies for staff reductions and productivity increases throughout the civil service.

The project will use a process approach to build capacity in the Civil Service Department (CSD), Office of the President, and in related institutions to: (a) estimate the required size of the Civil Service to carry out all its functions, given the need for increasing salaries to competitive levels and the limits on Government resources;

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(b) establish a national public service training policy and train men and women in the public sector to be managers; (c) carry out analysis, research and review of administrative and personnel policies; (d) establish a management audit unit, management audit systems, and exercise effective control over adding to the Government staff, posts and payroll; (e) manage information systems and computerisation; and (f) figure out the type, technology and quantity of tools, equipment and other support gear needed in the public service, given the limits on Government resources.

The Government will also establish benchmarks as well as monitor effectively the progress of implementation.

Inputs

UNDP will provide 54 work-months of international consultancies to conduct problem-focussed studies, provide high-level advice on carrying out the recommendations of those studies, and conduct action-oriented workshops; 104 work-months of national consultancies in related areas; on-the-job training, study tours, eight fellowships in performance management; computers and maintenance contract for the computer equipment.

Financial data

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Personnel	1 015 200
Training	568 000
Equipment	356 500
Miscellaneous	60 300
Total	2 000 000

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DP/PROJECTS/7033

ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
PAKISTAN

IPF: (1987-91) $73 299 000

(PAK/88/072) - Smallholders Dairy Development in Punjab

Date of approval by the AC:[1/]	10 April 1991
Expected duration:	Three and a half years
Proposed executing agency:	FAO
Government implementing agency:	Livestock and Dairy Development Department, Government of Punjab
Proposed UNDP contribution:	$1 600 000 Source of funds: IPF
Total UNDP budget:	$1 600 000

Project background

The province of Punjab has 11.2 million buffaloes and 8.8 million head of cattle, constituting 71 per cent and 50 per cent respectively of the national total. Sixty six percent of the cattle and buffaloes in the Punjab province are owned by small farm households; and this pattern is essentially the same for the Gujranwala division for which this project has been formulated. In Gujranwala, as in the rest of the country, buffalo is the principal milk producing animal, owned in small herds in rural areas. Productivity in smallholder system for buffalo is around 1,200 litres per animal/year, although production by selected stock in government farms has demonstrated the potential of 5,000 litres. The major production problem is inadequate nutrition, which is compounded by heavy infestation by parasites and infectious diseases. Evaluation of the existing data on milk production and fodder cropping systems indicate high potential for improvement in dairy livestock production.

Description of project

The project for UNDP assistance has been designed as an integral part of the IFAD-financed Punjab Smallholder Dairy Development project. The proposed project will strengthen the Punjab Livestock and Dairy Development department as it carries out various activities under the IFAD loan of $16 million, which is

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intended to provide financial support to the Government of Punjab to develop a milk marketing structure, livestock husbandry extension and fodder development programmes,and further facilities that will ultimately provide an improved milk supply and farm income to smallholders in the Gujranwala division of the Punjab province.

The specific tasks of the technical assistance team are closely linked to the main areas of financial support of the IFAD loan. For example, IFAD will provide funds for the purchase of milk refrigeration centres and milk collection equipment. UNDP is supporting technical assistance in the field of milk marketing and quality control to ensure that these centres and equipment are both correctly sited, constructed and utilized. Furthermore, the IFAD loan will support a programme of livestock extension workers to extend technical information to smallholders on various aspects of milk production, and UNDP will support the technical assistance and equipment to assist in the development of correct packages.

The present project has been formulated to ensure that there is enhanced milk production through organization of smallholder producing groups, interaction of packages of improved technologies for breed improvement, fodder production, disease control and proper marketing of milk. Training is an important component to which special attention is being paid - catering for training of both professional staff as well as the farmers.

Inputs

UNDP will provide the services of a chief technical adviser/dairy development expert (42 work/months), a livestock/dairy extension expert (36 work/months), consultants in areas such as fodder crops, animal nutrition, milk collection (18 work/months), and a national livestock production expert (36 work/months); fellowships and study tours in such areas as milk hygiene, farm assistance, milk collection, animal husbandry and animal nutrition; equipment for chemical demonstration plant, mobile video training unit, computer and vehicles; and miscellaneous costs.

Financial data

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Personnel	1 074 000
Training	243 000
Equipment	196 000
Miscellaneous	87 000
Total	1 600 000

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF THE AFRICA REGION

IPF:(1987-91) $226 070 000

(RAF/91/801) - African Capacity Building Initiative (ACBI)

Date of approval by the AC:[1/]	3 April 1991
Expected duration:	Four years
Proposed executing agency:	IBRD (for first year only, direct execution by the ACB Foundation thereafter)
Proposed UNDP contribution:	$9 800 000
Total UNDP budget:	$9 800 000 Source of funds: IPF

Project background

The economic crisis in Africa of the 1980's, the resultant scrutiny of economic policies and the implementation of reforms and structural adjustment programme have all highlighted the urgent need for stronger capacities within African countries for the preparation of economic and social policies and for the management of development programmes. As both the ECA's Framework Paper for Africa's Recovery and World Bank's study on Africa's Long-Term Development Prospects are emphasized, sound economic and social policies are a necessary but often not a sufficient condition for long-term economic development. To be effective, these policies must be sustainable. Policy sustainability in turn requires a strong sense of African ownership.

The challenge of building policy analysis and management capacities in Africa is underscored by the substantial resources donors; and African governments have already put into institutional development and, especially, by the disappointing results to date. Overall technical assistance to Sub-Saharan Africa, for instance, increased by 50 percent between 1984 and 1987 and is currently estimated at over $4 billion a year. Approximately 100,000 expatriates are at work across the region, a greater number than at independence.

Description of project

To address the above-mentioned needs, the project, African Capacity Building Initiative (ACBI) is being jointly sponsored by the United Nations Development Programme, the World Bank, and the African Development Bank. The ACBI is aimed at building and strengthening

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local capacities in policy analysis and development management. It seeks in particular to place investment in human capital and institutions high on the agenda of African governments and donors. To further these objectives, an African Capacity Building Foundation (ACBF) has been established with a Board of Governors setting overall policies, an Executive Board to guide and direct ACBI operations, and a Management Team to define and implement the ACBI work programme.

The Management Team in particular has the principal responsibility to: (a) identify programmes, monitor and evaluate operations and commit ACB Fund resources; and (b) establish and promote a framework to co-ordinate and rationalize capacity building efforts in Africa.

In its work programme, the ACBI will focus on: (i) the rehabilitation and improvement of selected regional and national institutions in order to promote the concept of "centres of excellence"; (ii) the strengthening of policy units in key government ministries; (iii) the provision of fellowships and in-service training; and (iv) the strengthening of local consulting firms.

Recognizing its catalytical role and the complex interplay of factors involved in capacity strengthening, the ACB Foundation will support activities based on a careful assessment of national capacity needs and a strong commitment from beneficiaries, especially governments, in sustaining the capacities being developed. It will also promote in its activities the use of African experts and institutions; and, critically, it will promote a co-ordinated approach to capacity building activities and development practices in Africa.

ACBI activities will also reflect the broader context of promoting policy analysis on both economic and social aspects of development, including a consideration of gender concerns so that a fuller use can be made of all available human resources in Africa.

UNDP assistance will be focussed on the setting up of the ACBI Management Team and implementing the ACBI work programme. The ACBI is viewed as a pilot programme in its initial, four year period. The ACB Foundation will be located in Harare, Zimbabwe; and is expected to comprise most of its staff who will be African.

Inputs

UNDP will provide through the ACBI: (i) An ACB Fund-against a target of $100 million for the initial phase, with approximately $85 million being committed by donors such as the United States, the United Kingdom, Canada, France, Sweden, and Finland. (As the principal sponsors of ACBI, UNDP will provide $9.8 million, the African Development Bank approximately $6 million, and the World Bank $15 million). (ii) Co-financing-whereby donors may support capacity building activities financed by the ACB Fund (The Foundation could take responsibility for overall project design and monitoring; and (iii) Associated programmes-whereby donors design and implement their own capacity-building actions, but inform and liaise with the ACBI in order to enhance co-ordination.

Financial data

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Personnel	6 200 000
Subcontract	600 000
Training	800 000
Equipment	2 200 000
Miscellaneous	
Total	9 800 000

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